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**VOLUNTEER**

The Army's recruiting and retention professional magazine since 1919

**DECEMBER 1979**



*Season's Greetings*



# USAREC Salutes



*Above, LTG Robert G. Yerks pins the Distinguished Service Medal on MG William L. Mundie during award ceremony. Right MG Mundie presents farewell remarks at the ceremony. Below LTG Yerks passes the USAREC colors to MG Maxwell R. Thurman.*



An assumption of Command ceremony on November 14, 1979 marked the beginning of Major General Maxwell R. Thurman's tenure as Commander of the US Army Recruiting Command. General Thurman comes to USAREC from the Pentagon where he was Director of Programs Analysis and Evaluation. Lieutenant General Robert G. Yerks, Deputy Chief of Staff of Personnel, DA, presented the USAREC flag to General Thurman.

Major General William L. Mundie was honored in an awards ceremony on November 13. About 200 members of USAREC and MEPCOM gathered at the USAREC HQ to watch General Yerks present General Mundie the Distinguished Service Medal. Representing the Army Chief of Staff, General Yerks praised the Recruiting Command and General Mundie for outstanding accomplishments during a challenging year.



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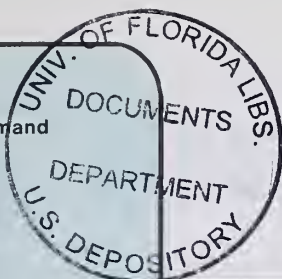
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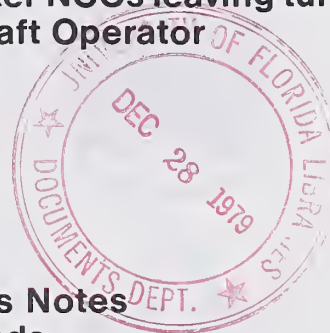
## FEATURES:

- 4 Leadership in the 80's
- 7 A 'PAT' Solution
- 8 TV ads have new "pulse"
- 10 The all volunteer system
- 12 Recruiter Ruminations
- 14 USAR/USAREC recruiting merger
- 21 Reader's Survey Results
- 22 FORSCOM: it is Total Army
- 26 Bartol & CO. make debut in Hicksville
- 28 Doctor specializes in space medicine
- 30 On the way up
- 33 Mid-level tanker NCOs leaving turrets
- 35 61 B: Watercraft Operator

**FLARE**

## DEPARTMENTS:

- 2 Commander's Notes
- 13 Training Trends
- 16 Field File
- 20 Production Progress
- 25 Update



*This month's cover shows the Ft. Sheridan Tower, home of the Army Recruiting Command, in Christmas array and wishes all VOLUNTEER readers the best this holiday season. The photo was taken by Eric Lundahl, Ft. Sheridan TASO. The back cover, supplied by Public Affairs, Ft. Eustis, VA, is of SP4 Leah Hepler and the LARCs, one of which she operates.*



# Leadership in the 80's

by CPT Douglas A. Martz  
Professional Development Officer

Situations, people, and lifestyles change with the increased complexity of technology, compressed time, and accelerated change. Within this progression it becomes difficult to see some of the constants — the qualities making soldiering meaningful to people, the Army, and the country. Occasionally the sophisticated varnish needs stripping away to get back to the basic elements.

In the United States Army Recruiting Command this means the basics of prospecting, time management, and lead refinement. In and among Army leaders it means looking at the essential elements of leadership — caring, dedication, and discipline.

The Army, traditionally based on the organized behavior of people (soldiers) in groups, is leadership oriented. The people who make things happen have been, are, and will continue to be leaders who use management as a function of leadership. Leadership is basic to good soldiering and a professional Army. Its study and implementation become necessary for "back to basics" soldiering — particularly because effective leadership results in accomplishing the mission effectively with fewer resources. This article deals with leadership — not leadership styles but with the elements of leadership itself.

Definitions of leadership are legion — every leader has one fitting his or her personal style. The definitions reflect differing experiential and educational backgrounds and, generally, one's personality. This is a vast generalization, but the Army has large numbers of leaders.

Regardless of the particular generality, however, a soldier trying to "behave with authority" from a position outside his or her personality is ineffective. The people under him recognize, consciously or unconsciously, "what I say" and "what I do" don't fit together. The soldiers become confused, suffer from split leadership (formal and informal), and neither trust nor follow the letter and intent of the "boss's" direction — a poor situation. Consistent, effective leadership, on the other hand, can be taught and learned by soldiers applying the essential elements of leadership consistent with their personality.

Personality is difficult to define and will not be discussed here. However, personality, and its consistency, affect the leader's formal and informal authority.

Formal, or positional, is authority delegated by the organization to a person in a position of greater or lesser responsibility. This authority is best exemplified by the Army's grade/rank structure.

Informal, or personal, authority is that authority extended to an individual for demonstrated personal or technical ability. This is best seen in the "informal chain of command." The Army hopes for, and trains towards, the two meeting in a single person — the leader.

In many cases, however, formal and informal authority become confused in a personality contest. The result is confusion — not only for the individuals involved, but for the organization and the Army as a whole.

These "brands" of authority can meet effectively in a single person, and this leadership can be taught (by





the soldier) even with the complexity of today's Army. Whatever the sophistication of our organizations and equipment, the Army is run by soldiers leading other soldiers. The leader's job is to influence people's behavior and, in this case, the people are soldiers.

Leadership, for this discussion, is: actions taken or not taken resulting in an effect on the organization. This includes parts of classical leadership (getting things done through other people to accomplish goals) and classical management (getting things done through other people to accomplish organizational goals). Leadership within this framework rests on these actions reflecting attitudes, leading to decisions, and resulting in actions.

Leadership can be more effectively and succinctly defined, yet take into account all the elements mentioned above. The shorter definition is caring.

Leaders of this genre care for the soldiers assigned and for accomplishing the mission. Both are of equal importance. The fulfillment of one leads to the fulfillment of the other. In other words, the leader who cares for his soldiers necessarily accomplishes the mission, and the leader who accomplishes the mission necessarily cares for his soldiers. Failing either part spells disaster for both the organization and the mission because the soldiers become confused and negatively motivated. Caring leadership does not, and cannot, allow the confusion or motivational loss coming from such a failure. This caring combines leadership and management.

Classically, the management functions have been planning, organizing, directing, communicating, and controlling. Usually this means planning for a mission, organizing for execution, directing accomplishment, communicating necessary directions, and controlling activities leading to desired results. Functional actions and interactions are necessary, but they leave out caring for the soldiers in favor of accomplishing the mission.

Planning, organizing, directing, communicating, and controlling revolve around the leader motivating

and sustaining soldiers who trust and believe in his decisions, actions, and results. Creating this environment involves realizing and communicating; the soldiers who work for the leader in a formal sense actually have a leader who works for them — both for the mission and their welfare.

To lead effectively, the leader must first know the soldiers. That means more than knowing their names, marital status, number and size of dependents, birth dates, and home address. It means taking the time to understand each soldier. It means learning the capabilities and limitations of each one and treating him as a person. It means knowing the soldier's training history and development potential. It means knowing how to reach inside the soldiers and motivate them to want to accomplish the mission. That doesn't always mean a pat on the back. It may mean a kick in the pants. Effective leaders use both when they know and understand their soldiers.

Beyond knowledge it means taking the individual personalities and welding them into a cohesive team — beginning with the soldier working through the leader's organization, and fitting it into the larger organization. It takes time, energy, and concentrated effort. The leader must know the people assigned to the organization, understand how to work them into a team, and use the team to accomplish the mission.

Accomplishing the mission takes into account using the expertise of the soldiers with several years' experience, and making decisions which incorporate that experience.

In the recruiting command, for example, recruiting leaders come from various Army branches to recruiting — a wholly different and unfamiliar environment. Effective recruiting leaders listen carefully to their soldiers — most of whom have several years' recruiting experience. These soldiers, like soldiers in most Army units, know what will and won't work in mission accomplishment.

Seeking their professional opinions, listening to them, and implementing courses of action accomplishes two



## Leadership (cont'd)

things. First, it makes the overall recruiting effort easier and better for both soldiers and leaders. Second, it creates the awareness among the soldiers that they are valuable team members, helping them to forge the morale and winning attitude essential to recruiting and the Army.

Dedication, the second leadership element, is more difficult than caring. Caring is a "natural" part of most leaders, a reason most soldiers become leaders in the first place. Dedication begins with a basic decision. The decision comes from an attitude about the Army. The attitude reflects a basic approach to leadership and the Army itself. It is the attitude about whether or not the Army is the life the leader elects to lead. He must decide if he wants to be an Army leader. If his decision is yes, dedication evolves as implementing that decision throughout his life. Dedication then becomes doing the best job possible as a leader, and caring for self, soldiers, and mission.

In the recruiting command this dedication comes about through recognizing the importance of recruiting to the Army (i.e., without recruiters there would be no Army), and dedicating oneself to the command and to the recruiters who interest young men and women in enlisting into an Army program. The leader must then dedicate himself to learning his job — through formal education, self study, and listening to experienced leaders — the same dedicated learning process every Army leader employs. This comes about through dedication to self and dedication to mission.

Dedication to self involves the leader's personal characteristics and professional education. Personal characteristics include integrity, decency, and dignity — best summed up in the leadership principle "lead by example." It means leaders behave as they believe they should and as the soldiers rightfully expect and demand they behave. This includes the leaders' public self-presentation and how they

perceive leadership — still part of leading by example. In short, dedicated leaders take themselves and their jobs seriously. Soldiers and missions demand nothing less. The profession of arms is serious business.

The Army's mission is the only "business" where leaders may determine, very literally, life or death for their soldiers. That demands nothing less than the leader's ultimate dedication. It includes meticulous attention to personal conduct and professional education so the leader is personally and professionally capable of effectively leading today's soldiers.

Professional education is being technically and tactically proficient. It means the formal courses the Army provides officers and non-commissioned officers and individual study (e.g. correspondence courses) in strategy, tactics, history, historical geography, and group behavior. It involves formal and informal management study so the leader effectively moves from management (getting things done) to leadership (getting things done through people) as the situation demands.

The result is a knowledgeable soldier — a leader using his full potential as citizen, soldier, and leader. The knowledge provided (whether or not it leads to formal recognition such as a degree or promotion) may spell the difference between mission success or failure, and our soldiers' living or dying.

The professional leader necessarily engages in these studies — enabling the leader to perform his duties more professionally. These studies benefit both soldiers and leaders, help the leader make the right decision at the right time, lessen faltering indecision, and save soldiers' lives.

Both elements of dedication; personal characteristics and professional education, are easier discussed than done. They require leaders who recognize the necessity and rigors of self-imposed, self-generated discipline.

Discipline begins with dedication. It then involves discovering what needs to be done and getting it done. In almost every case this involves


doing some things the leader would prefer not doing, or not doing some things the leader would prefer doing.

Doing or not doing comes from a decision effective leaders make — the decision to evaluate courses of action based on the decision's effect on self, soldiers, and mission. Discipline, therefore, involves not only dedication but placing soldiers' welfare and mission accomplishment as first priorities.

For example, some years back, the inside front cover of the Officer's Manual said officers would care for and feed their horses and men before they cared for and fed themselves. Today that means the discipline to call upon energy reserves when tired, make unpleasant decisions when it would be easier to look away, risk the "unpopularity" those decisions and attendant actions might cause, and placing welfare and mission-related priorities before looking out for their leader. It might mean checking maintenance (care and feeding) of personnel carriers (today's horse) before excusing soldiers after a training exercise.

In the recruiting command where premiums are placed on initiative, time management, and self-discipline it means helping field recruiters achieve their recruiting goals by personal visits, hands-on training, individual assistance, and concentrated caring attention before going to night school or taking the easy way out — firing the recruiter.

Among other things that means taking the time and energy to hear recruiters who may be silently crying for help, and the discipline to respond to their plea. It's part of the overriding principles of self-discipline, dedication, and caring. It's taking leadership seriously and getting "back to basics."

Basic and applied leadership are serious business. It takes time, energy, and dedication. It's more than "doing" leadership (as in doing a job), it's "being" leadership (as in being a soldier). It's involvement — caring for self, soldiers, and mission. It's being a professional. Our Army, and our soldiers, require the effort. 



Born as an idea by General Mundie to let recruiters help other recruiters, the new Production Assistance Teams (PAT) are now on the road, assisting the district recruiting commands.

If your DRC is one of those that consistently comes through with 100 percent production you'll probably never catch a glimpse of the CG PAT. The PAT will concentrate on those districts with production rates which indicate some help is needed.

Although the teams are under the direction of the Systems, Training and Professional Development Directorate, the members remain on duty with their respective DRCs when they are not traveling. At the moment trips are running at 3- to 4-week intervals.

Each team is composed of five or six superb recruiters, ideally one from each region: one master sergeant Team Chief and four E6s or E7s. Team members are nominated by the regions, then screened and interviewed by HQ USAREC.

"Team members must be the cream of the crop," Lieutenant Colonel Richard McCrary, Director of STP says. "There are hundreds of outstanding recruiters out in the field who could assist those not making production. I'm sorry we can take so few on the teams."

McCrary adds, "We don't want the people in the field to think we are out looking for someone to point a finger at . . . we're not an inspection team. We give no 'gigs,' just training and assistance."

All findings by the team are kept confidential within the DRC. Recommendations are provided to the DRC commander only; no copies are provided to the region or to USAREC headquarters. If problems are found

# A 'PAT' Solution

by Peggy Flanigan  
Assistant Editor, all VOLUNTEER

in areas which require a change or assistance from USAREC headquarters, the problem is referred to STP. Still, the information is carefully handled, because the effectiveness of the teams depends on the confidentiality of their findings.

Team chiefs, Master Sergeants Lester W. Clayton and Gerald Wrecsics, are enthusiastic about the concept of the production assistance teams. Clayton stressed, "Recruiters and commanders must be open and willing to admit that problems do exist and to work out solutions. I am very optimistic that marked improvement in production will be seen in the DRCs we visit. It's a tremendous opportunity for the DRCs to get some assistance."

The team usually arrives at a DRC unannounced. Team members don't want the recruiters to do a lot of work to prepare for the visit. They hope to find the DRC as it routinely operates.

The teams concentrate their efforts at the station level working with the station commanders and the recruiters. Performance-oriented training is conducted; for instance, if the re-

cruiter is weak on the telephone, the team member makes the next call and demonstrates the correct technique.

Team members are in no hurry to leave a DRC. They stay until problem areas are located, training is provided, and the solutions prove to be the right ones. A recent visit lasted 7 weeks, and when the team left, the DRC had written more contracts during a month than had previously been written during any given month in 2 years.

McCrary stated, "The teams don't kiss and run! PAT members aren't there just to point out the shortfalls . . . They stay until they are sure the recruiter has been trained. It is a team effort."

Even though these "SWAT" (some people have labeled them as such) teams are new on the USAREC scene, their effectiveness is not challenged. Many DRCs have requested a visit by one of the teams.

However, common sense dictates that the teams cannot visit every DRC. Their itineraries are planned from requests for help for troubled DRCs submitted by the regions, and priorities are set by the Commanding General.

McCrary likes the concept of recruiters working with recruiters. After all, who knows the recruiter's job better than another recruiter? "We need training and assistance for the new recruiters and station commanders," he says. "We've had a large turnover and our new people need all the help they can get."

"The idea is a simple, yet effective one: We are curing our own ills by sending successful recruiters to offer help to those who want to be successful."



# TV ads have new “pulse”

by MAJ John F. Cullen  
A & SP, USAREC

Army advertising in 1980 will have a new look and a new strategy.

Advertising research has shown that if your messages reach your prospects several times over a short period of time, they will remember your product during periods of little advertising. This “pulsing” method of delivering information about your product to your prospect can create a great demand for your product during the period of heavy advertising and for some time after.

Sometimes these pulses take the form of a “promotion”, which usually emphasizes a specific attribute of your product and often includes an offer to the prospect which is not always

available. The entire sales force is mobilized behind the promotion, as are any local advertising resources.

For example, if McDonald's cuts the price of hamburgers during the month of October, all the McDonald's advertising you see tells you about the price cut. Billboards in Paducah tell you about the price cut. You walk into a McDonald's in San Luis Obispo and there are posters which say price cut. The sales people in Helena are talking price cut. This total mobilization of all marketing resources is called vertical advertising, and that's what makes the 1980 Army media program different.

The Army program this year will use all these concepts — pulsing, promotions, product specific adverti-

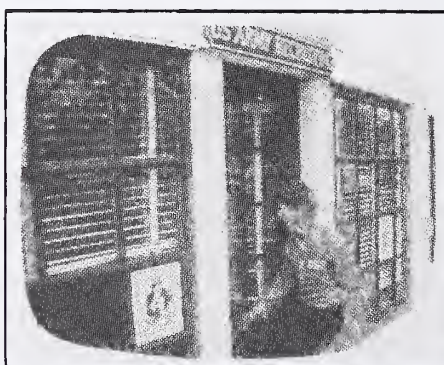
sing and vertical advertising.

These concepts were actually first used in our program in early Spring 1979. The 2-year option had been approved on a limited basis and the decision was made to emphasize this specific aspect of the Army's product in both broadcast and print advertising for a limited time. New ads were produced especially for the campaign and the copy all emphasized the 2-year option. Unfortunately, the option was not available in all areas, which made evaluation of the impact difficult. Still, accessions during April and May of 1979 were 18 percent higher than the same period in 1978.

In September-October 1979, the first total promotion was executed. The specific product attribute se-



**FOOTBALL PLAYER:** Ten months from now I'll be training in electronics. Guaranteed.

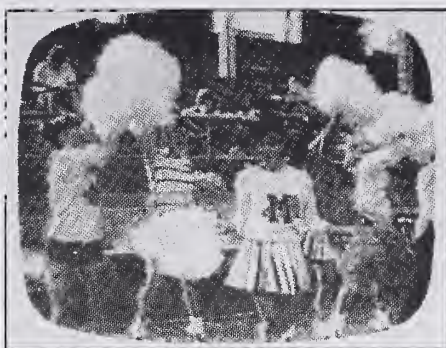
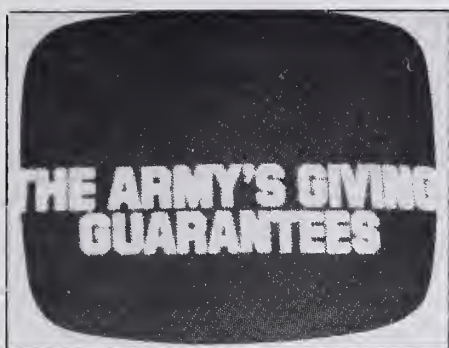


**ANNOUNCER:** Even if you're still in school you can join the Army now.



And take up to 12 months





**CHEERLEADER:** Next August



*I'll be an air traffic controller. Guaranteed.*

lected was DEP, which is appropriate for the beginning of the school year. Copy for the advertising promised guaranteed training to a qualified prospect if he signed now and went later. The TV commercial was shown on prime time, sports (including the World Series), and spot TV in selected markets. Radio copy stressed DEP. Sourcebook had a centerfold on guarantees, as did Sunday newspaper supplements.

The supplements, some issues of Sourcebook in selected markets, and various magazines including TV Guide offered a dog-tag premium. The premium had a new feature — the prospect had to bring the coupon to a recruiting station to get an envelope which he would mail for his dog-tag.

The intent was to bring the recruiter and the prospect eye-to-eye. Recruiters were made aware of all aspects of the promotion through the "Mission 80" packages and were given related promotional aids in the Quarterly Advertising and Promotion kits. RRC and DRC used the DEP theme in their local advertising.

The success of this first, full-scale, product-specific, vertical promotion has not been evaluated at press time, but hopes are high. During calendar 1980, at least three further promotions are planned. The winter promotion will stress the Veteran's Educational Assistance Program (VEAP); in the spring, it will be the 2-year option; and the fall will bring another DEP promotion.

The periods between promotions will not be idle. "This is the Army" theme advertising will fill the gaps more than adequately.

Another important development — in FY 79, the emphasis was on lead-producing advertising and leads we got — 160,000 more than in FY 78. This year we are looking for a better balance between leads, phone inquiries and station traffic, so you will be seeing a lot more of the Army on television.

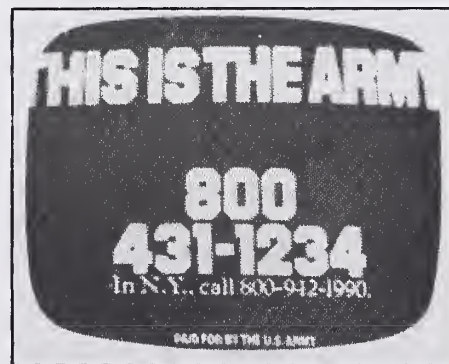
Army advertising in 1980 will be pulsed, product specific and vertically employed. The result should be a better understanding of the Army offer which will lead to increased enlistments for the recruiters. **T**



*... to report for duty ... with your choice of training guaranteed in writing.*



**YOUNG MAN:** Next September, I'll be in Europe. Guaranteed.



**ANNOUNCER:** This is the Army and we're giving guarantees. Call this toll free number now.



# The all volunteer system and counselor responsibility

DC David Livers  
reprinted from IPGA Quarterly

All too frequently service in the Armed Forces is not included as a legitimate vocational option. Since the Vietnam conflict, military service has been a dirty word to many counselors, teachers and parents. Even those harboring no resentment as a result of our unpopular involvement in Indo-China seem uncertain about endorsing service in the peacetime military. Unfortunately, to do nothing is to effectively destroy the current system employed by Congress to keep the Armed Forces at prescribed levels of strength.

The 1973 Congress (which hopefully reflected the will of the American people) chose to abandon the "draft" in favor of an all-volunteer recruitment plan. Such a plan allows Americans the opportunity to elect military service as a choice rather than the requirement.

Philosophically, freedom of choice is consistent with the democratic way of life — and with counseling philosophy. So why haven't counselors been more supportive?

Indeed, perhaps we no longer have

a choice about whether we want draftees or volunteers. Army Secretary, Clifford Alexander, Jr., recently proposed a "stand by" military draft registration plan. Secretary of Defense, Harold Brown, has told the House Armed Services Committee that he wants women as well as men signed up if the decision is made to again register young people for the military draft.

General David Jones, Chairman of the Joint Chiefs of Staff, reports it is their position that they would like to bring back registration, but would go slow on actual inductions because of tremendous inequities in earlier drafts. So far, Congress has taken no action.

There is no denying, however, that quotas are becoming increasingly difficult to fill through the volunteer method. In addition, as we look at the declining numbers of 18-year olds expected in the 1980's, competition may become so intense, there may be no alternative but to return to compulsory military service.

It would be difficult to fault the Department of Defense in their efforts to make the all-volunteer experiment a success. Drastic changes have been made to make the services more appealing and more competitive.

A basic incentive appealing to young people is the economic one. Salaries have been increased considerably from the wages of a draftee. This, of course, is on top of room, board, clothing issue, medical, dental, hospitalization, insurance and education benefits. Taking the increased salary and fringe benefits into consideration, the Armed Forces are clearly competitive with many business and industrial entry level opportunities for young people.

Perhaps an even more attractive incentive is the effort to change the traditional life style of the service. There has been a concerted push for more individual freedoms. For example, an increasing number of personnel (including enlisted) are afforded the opportunity to live off the base. In some cases, there is less of the so-called "mickey mouse" jobs such as

cleaning the barracks, kitchen police, food service and clerical work.

Education, too, continues to be a drawing card for coming into the military, even though the World War II vintage GI Bill has been discontinued. The new post-service educational offering is known as the "Veterans Educational Assistance Program."

In the new program, a member of the Armed Forces must demonstrate commitment to an educational offering by having a monthly allotment withheld from his salary while in the service. The amount withheld is matched by the federal government 2 for 1.

For example, if an individual sets aside \$75 per month (the maximum) the government will supply \$150 per month. In addition, at the end of a two year period, the government would also pay a \$2,000 bonus. Thus, in a two year enlistment, it is possible to build an educational fund of \$7,400. Veterans of Illinois are also eligible for tuition waivers which makes the educational offering even better.

Education is clearly valued more highly by the military than by most other major employers. Officers in any branch of the service now must basically be college graduates, or before they are commissioned, must complete all requirements for a college degree.

Enlisted personnel, too, have more and more had to have a high school diploma or the high school equivalency certificate as a prerequisite to enlistment. The Air Force has been able to meet its enlistment quotas without taking any who fail to complete the 12th grade or its equivalent.

Each branch of the service has overwhelming statistical evidence demonstrating how, through the "all volunteer" program, they have significantly upgraded the quality of their enlistees. The old image viewing military recruiters as "body snatchers" is just that — an old image. There isn't a recruiter in the business who wouldn't like to recruit high school grads or better, and preferably only high school grads eligible for specialty schools in the armed forces.



In addition to prerequisites for enlistment, educational opportunities are continually stressed for anyone in military service.

The community college of the Air Force, the Navy Campus for Achievement, the Marine Corps Institute and the Army's Continuing Education System all illustrate efforts to afford opportunities to upgrade a person's educational level. In addition, liaisons have been developed with a number of community colleges and universities serving the general American public so they might accept credits from Armed Forces training schools and vice-versa.

Whereas the all volunteer concept has survived for the past six years, recruiters encounter a wide variety of problems which continually threaten the success of the system. Those problems could, perhaps, most accurately be grouped under the general heading of the high cost of recruiting. That heading could, then, be broken down into two subgroups:

- \* Problems in identifying eligible prospects; and

- \* The lack of assistance to recruiters from "spheres of influence."

An alarming number of young people are unable to meet the mental, moral and physical standards established by the various branches of the armed forces. This means that it is necessary to motivate many more individuals to apply and that many more applicants must be processed in order to identify eligible recruits.

The number not meeting the mental standards includes those who lack academic skills as well as those who lack mental capacity. Those who fail to meet moral standards include many who have been convicted of a felony. Those not meeting the physical requirement include a wide assortment of problems with a surprising number of rejects due to being overweight and having high blood pressure. It becomes a real financial burden to advertise for candidates and to endeavor to fill quotas from those who apply.

As key spheres of influence, counselors could much more effectively benefit both students and the Armed

Forces. The highest priority is how can we do a better job of helping students?

The most important way to help is by providing updated, unbiased military information in the same way you would present other vocational choice possibilities. When all the options are presented and explained, the individual then has the right and the responsibility to select the choice that is best for that person.

You don't have to "sell" the military, or "talk" young people into enlisting. The Armed Forces are competitive. For many students it's a good choice. If military information is presented fairly and accurately, recruiters would be glad to play the percentages. With fair treatment from counselors, enlistment quotas may very well be met both more easily and more cheaply.

A second way counselors can be of some assistance is to permit and/or facilitate the administration of the

seniors to military recruiters.

Educators quite generally have overreacted to the Buckley amendment. Also, the American press seems to have overstressed flagrant violations of the rights of privacy. Too many educators adopt the policy that the best thing to do is to do nothing at all.

Actually, Federal Law 93-380 provides that information such as senior lists can be released to military recruiters — unless a specific written request to the contrary has been filed by a parent or by a student if 18 years of age or over. Besides, if educators do not cooperate and furnish lists of seniors, they merely force recruiters to purchase lists from commercial firms at a considerable cost — which again increases the cost of recruiting.

Like it or not, we will have an armed force. Survival in today's world both in peacetime and in war, dictates the necessity of maintaining a military force.

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*The most important way to help is by providing updated, unbiased military information in the same way you would present other vocational choice possibilities.*

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Armed Services Vocational Aptitude Battery (ASVAB).

ASVAB is a multifactor aptitude test which functions best as a predictor of success in specialized Armed Forces schools. It also has some potential for predicting success in occupations in civilian life. It is administered and interpreted free of charge to high school students. It does not place students under any obligation to enlist, nor can they be required to take it.

Again, it is a mutually beneficial service. It helps students shed some light on their vocational plans. At the same time it helps recruiters more efficiently identify students who are eligible prospects for enlistment — at a savings for the American taxpayer.

Still another support service counselors and/or administrators might consider is to supply lists of high school

On July 1 of each year, Congress decides what the personnel requirements will be for each branch of service. From those figures enlistment quotas are set. Whether those quotas will be attained through voluntary enlistments, the draft, or both, is partially a counselor responsibility.

The Department of Defense is the largest single employer in America. By offering military enlistment as a choice rather than a requirement they have attempted to make the military a palatable competitive option.

If the all volunteer system succeeds, it may well be in part because counselors understand the service as a legitimate choice possibility deserving of consideration.

To paraphrase a well known World War I recruitment poster: Counselors, the military wants you — to be more supportive.



# Recruiter Ruminations

MSG Ray Jennings  
PDNCO, Hqs USAREC

## I'M A LAZY SALESMAN

I'm too lazy to think of topics of conversation so I just talk about *things my clients are interested in*.

I'm too lazy to dig up names of prospects *all* the time so I keep busy with *leads my clients give me*.

I'm too lazy to argue about non-essentials so I use an *organized sales talk*.

I'm too lazy to call on a man indefinitely so I try *several closes on the first call*.

I'm too lazy to use a lot of technical information, so I talk *in simple terms*.

I'm too lazy to walk all over town so I *manage my time*.

They say I'm the laziest recruiter they know, but should I worry as long as I'm the top recruiter?

## Remember

Yesterday is a cancelled check, tomorrow is a promissory note, today is legal tender. We live in one dimension and one alone and that is *now*.

Today is already that tomorrow we were going to do so much about yesterday, and we must act in a hurry because this very precious, priceless today, will soon be a long, long time ago. So let's start today to become specialists in humaneering. Let's know our *product* or *service*, but let's think "*production*."

## 8 Qualities a successful recruiter must possess

1. Physical Fitness — Is a prerequisite for a positive mental attitude.
2. Courage — Must live in every man or woman who succeeds, especially in USAREC.
3. Imagination — He or she must anticipate a situation in relation to prospective customers.
4. Speech — A recruiter's voice must be pleasing, full of assurance, and confidence.
5. A Pleasing Personality — One knows that the buyer must buy the recruiter as well as the product.
6. Self-Confidence — Conditioning of the mind to bring deserved goals or results.
7. Mastermind Alliance — Team Work and co-operation.
8. Work — Hard work to turn sales training and ability into enlistments.



# Training Trends



## Air defense exercise

*A substantial number of our readers have expressed a desire to see stories about training in all VOLUNTEER. The reasons given for wanting training stories in a recruiting magazine are primarily to keep recruiters informed of innovations and new methods in training so that these may be explained to potential recruits.*

*To meet this reasonable and legitimate demand, all VOLUNTEER introduces a new department, appropriately entitled "Training Trends." This department will carry stories from Army posts and stations around the globe to spotlight, in words and pictures, exactly what can be expected by trainees in a variety of military occupational specialties with emphasis on the combat arms branches. (Ed.)*

by Jim Frey  
Ft. Hood Sentinel

Across the green fields comes a sound like rolling thunder as shells burst on the horizon. A Vulcan gunner scans the sky, waiting for his target to appear. Suddenly the plane is there. The gunner waits as his target comes into range and opens fire.

There is no roar of jet engines, only the buzz of a Miniature Radio Controlled Aerial Target (MIRCAT) plane. The MIRCAT soars higher, its engine cuts off, and it begins a roller coaster glide earthward.

The MIRCAT played an instrumental role in a recent training exercise to improve air defense gunnery held by the 2nd Bn., 5th Air Defense Artillery, 2nd Armored Division, at Trappnell Vulcan Range last week.

The MIRCAT, built primarily from styrofoam, jitters in the air when a gunner scores a hit. The rounds pass through the styrofoam without seriously impairing its flying ability. "Usually, the planes come down when the remote control radio receiver or engine is hit, and the most damage is done when they strike the

ground," said Captain Michael Huebschman, A Btry, commander.

The gunners were firing M-60 machine guns which had been mounted in place of the Vulcan's Gatling gun-like 20mm cannons. "The top four cannons are removed and the M-60 is mounted on a plate attached to the lower barrels," said Huebschman. "The trigger mechanism of the machine gun is hooked-up to the Vulcan's firing mechanism so the system operates as usual, only there's much less firepower."

The M-60 machine guns were substituted as a cost saving measure. Normally, the Vulcan's cannons are capable of firing 3,000 rounds per minute continuously or bursts of 10, 30, 60 or 100 rounds at the incredible rate of 6,000 rounds per minute.

The Vulcan's computerized radar system tracks a target within 250 to 5,000 meters and aids the gunners in sighting their weapons. "When the radar is tracking the target, the gunner hears a tone in his headset," said Sergeant Ioelu Matautia, squad leader.

"The tone will continue as long as the target is being tracked, and the computer coordinates the position of the target with the position of the gun. When the gun is on target, a red light will automatically come on to tell the gunner he's zeroed in and may commence firing," he said.

"The hardest part for the gunners is following the target smoothly," said Sergeant First Class Demos Johnson, 3rd Plt. sergeant, A Btry. "Once they get on target and start firing, they'll stop tracking, so the rounds fall behind the target. The gunners have to maintain tracking speed while firing or they'll miss it," he explained.

"Training exercises help the squad leaders determine the effectiveness of their crews," said Matautia. "It also gives the man a chance to perform in positions other than his own."

The Vulcan's crew, which consists of a squad leader, senior gunner, assistant gunner and driver, are cross-trained. In the event of an emergency, any member of the crew may fill the position of another.

"The squad leader has direct control over the firing of the Vulcan," said Johnson. "He's responsible for directing fire, initiating engagement and using a hand-held switch that allows firing at full or half speed.

"The assistant gunner maintains a portable generator outside the vehicle. The Vulcan's engine can't be kept running constantly or they'd run out of fuel," he explained. "So the generator supplies power to operate the guns.

"Besides operating the vehicle, the driver is responsible for its maintenance and all the crewmembers act as observers for aircraft," said Johnson.

"If everything works and you know how to track, it's easy to hit a target," said Matautia. "My crew shot down two MIRCATs. It's something you have to know how to do. In wartime, if you don't get them . . . they'll get you."



# USAR/USAREC recruiting merger a year down the road

by CPT Arthur E. House  
Editor, *Army Reserve Magazine*

Once upon a time US Army Reserve recruiters worked in Reserve Centers and reported to Reserve bosses.

All that is changed now. Though some Reserve recruiters still hang out their shingles in neighborhood Reserve centers, most now work out of Active Army recruiting stations. And all now report, ultimately, to an Active Army boss — the United States Army Recruiting Command (USAREC), which makes its headquarters along the windy shores of Lake Michigan, at Ft. Sheridan, IL.

USAREC has been involved in USAR recruiting all along; Active recruiters and their Reserve counterparts always swapped contacts and referrals when applicants sought help entering the other component.

It was not until after a July '77 Washington brainstorming session, chaired by then-Army Vice Chief of Staff General Walter T. Kerwin, that the seed of the USAREC and Reserve recruiting mission merger was developed. Out of that session, called to pick the brains of senior Active and Reserve officials on what could be done to improve the Army Reserve, came a proposal for USAREC to test manage Reserve recruiting. The test, at first limited to a handful of localities — showed that USAREC could do the job. The "test" period ended, and beginning in 1978, USAREC began a phased take-over of Reserve recruiting management. By May 1, 1979, the last of USAREC's 57 District Recruiting Commands assumed its USAR mission.

## How's it going

The program is going well according to Colonel Gilman L. Clark, Deputy Director, Recruiting Operations-USAR. Enlistments, the bottom line in recruiting arithmetic, are up,

especially in the category of young, first term soldiers. This, the "nonprior service" market, was traditionally the toughest nut for Reserve recruiters to crack. But, USAREC's Active Army mission had always put primary emphasis on the nonprior service market and the command's skill at drawing in the first-termer showed up on the Reserve side. Total unit accessions for FY 79 are expected to exceed FY 78 accessions by nearly 2,000 despite turbulence associated with assuming the USAR mission.

## Problems

The merger has not been without problems. To begin with, USAREC inherited an understrength USAR recruiter force; they also found that some USAR recruiters were assigned to locations where there was little market for them; similarly, some ripe recruiting areas didn't have enough recruiters to exploit the market.

Reserve recruiters previously worked for a specific MUSARC and were unit or Reserve center-oriented. Now, under USAREC, they had to change their way of doing things, recruiting for all the USAR units within a geographical area — for all the units within their assigned recruiter territory under the District Recruiting Command (DRC).

Another problem, one that Clark says has yet to be completely worked out, came as fall-out from the change-over. Relieved of direct recruiting responsibility, there are still USAR unit commanders who have not recognized that they are responsible for strength maintenance of their unit. Thus, the referral process (in which USAR units feed "leads" to the recruiter) can be improved — but so can our USAREC referral feedback information to the units. Also, more commanders need to improve unit retention programs to keep qualified

unit members in the Reserve. Less attrition will raise USAR strength.

Another problem area is an age old one, according to Clark. "Communications" between Reserve commanders and some supporting DRC could be better than it is. Informal communications aside, DRC are now required to hold regular "thrash out" sessions in local "Recruiting Partnership Councils," at least once each quarter. Council members including as a minimum the DRC commander, and representatives of MUSARC supported by the DRC.

"These councils provide a very candid forum," says Clark, "to resolve problems and to improve communications."

## Active Recruiting?

USAREC has had its troubles meeting its Active Army recruiting goals lately. Does this bode ill for Reserve recruiting? Not at all, according to Clark.

"Success begets success," he notes, pointing out that DRC who do well in Reserve enlistments are also doing well in meeting their Active goals, and vice versa. We must work hard to get our lower producing DRC successful in both areas."

## Can't Tell Apart

Walk into any Army recruiting station today and try to pick out the Reserve recruiters. Unless you're an expert in the fine points of campaign ribbon heraldry, you won't be able to tell the Active folks from the USAR recruiters. All now wear the distinctive USAREC Liberty Bell shoulder patch and crest, and even the old USAR recruiter badge has been retired. Reservists now wear the standard USAREC production recruiter badge on their right breast pockets.

And just because a recruiter is en-



listing someone in the Army Reserve isn't a guarantee that he's a Reservist. The Active folks can recruit for the Reserve and, if they've achieved their Active enlistment goal, get extra credit for the Reserve accession. Reserve recruiters can also get credit for selling Active enlistments — but only after they have first met their USAR mission for the month. This keeps the Reservist targeted on USAR requirements.

Reservists are on hand at USAREC's 57 DRC headquarters, 5 regions, and on the command staff at Ft. Sheridan. All are on long (over 179 days) tours of Active Duty for Training. (See "Would You Like to be a Recruiter?")

## What About Recruit "Quality?"

Reserve unit strength has stabilized; accession goals and enlistments are under USAREC management. Some of this good news may be tempered by the fact that a number of the new non-prior service recruits are not high school graduates, or have scored in the lower range of those who passed the enlistment tests.

"On January 3, 1979 the Vice Chief of Staff of the Army indicated that only when we have demonstrated success in bringing in the numbers required can we begin to tighten down on quality constraints," according to Clark, "and the troop units are short nearly 70,000 personnel."

"Part of the 'quality' concern is a misunderstanding," since the young first term recruit who shows up in a Reserve unit has met enlistment standards through full AFEES processing not only for the Army but for his chosen MOS skill. Second, he's successfully completed MOS training. and he's completed MOS training. Now, it's up to the unit to use the new soldier in a way which will continue the training process, and the challenge, that he's proven able to handle.

USAREC is planning for success.

## The Future

USAREC is planning for success. USAR recruiting goals for fiscal year 1980 are expected to increase. "We're going to make those objectives," ac-

cording to Clark. One visible success story that the command looks forward to telling deals with enlisting more women. With male and female enlistment standards equalized (effective October 1, 1979) the command anticipates a major influx of new women Reservists. About 20,000 women now are USAR unit members. DA is shooting to approximately double that number in the next three years.

When first announced the USAREC Reserve recruiting mission drew troubled glances from some Reserve commanders. Now, with the program well down the pike, many of those fears have subsided. Reservists and Active soldiers are working well together, and accessions are up. Accessions, in the final analysis, are what recruiting is all about.

## Would You Like to be a Recruiter?

The US Army Recruiting Command (USAREC) is hiring. Vacancies exist in many communities, nationwide, for USAR recruiters — both uniformed and civilians.

If you qualify, USAREC will call you onto Active Duty for Training for a two-year tour. Applicants should be Reservists in grades E-5 to E-6 (and exceptional E-7). You don't need to have the recruiting MOS. If you're accepted, you'll get the same school training that Active Army recruiters take, at Ft. Benjamin Harrison, Indiana. (USAREC says the USAR students are in every way competitive with the Active students at the Ft. Ben course.)

If you're accepted and there's a vacancy, you could be ordered to active duty in your own home town. If you'd rather work elsewhere, USAREC will move you on permanent change of station orders to wherever you'd like to work — if, of course, there's a need for your services.

There are a number of ways to find out about the possibilities. First, visit any Army recruiting station. The recruiters there can put you in touch with their next higher headquarters. Recruiting operations folks at the DRC can help you find out about local

vacancies; the DRC, too, is the site of selection boards that fill local slots.

Another route involves the USAR Recruiter Selection Team. The team visits different areas where Reserve recruiters are needed. All members of the Reserve units, and of the IRR, who live in the area of a Selection Team visit, receive letters about the team's schedule well in advance. Reserve unit commanders also get an information letter and publicity material about the team well before it arrives in the area. The team can interview and "board" potential recruiters during its visit.

Information about the team also can be gotten from the horse's mouth. Write: Commander, US Army Recruiting Command, ATTN: Personnel & Administration, (USAR Personnel Management Branch), Ft. Sheridan, IL 60037.

Although the Active duty for training jobs are for 2-year periods, USAREC plans to keep promising recruiters around, finding progressive assignments for them. You might, says USAREC, be able to "make a career" out of a 2-year tour.

## Civilian

USAREC is also looking for a limited number of civilian recruiters to support its USAR mission. The jobs are all at the GS-7 level, and are no longer USAR technician positions. (You don't have to be a unit member to apply.) Applicants will be considered for vacancies nationwide.

The place to start looking is the local Army recruiting station. The recruiters can put you in touch with their district recruiting command. At the DRC, you'll be directed to the civilian personnel office that supports the DRC.

Another source of information on the civilian jobs is any Federal Job Information Center. The job you're looking for is GS-301-07, US Army Reserve recruiting specialist.

Information on recruiting specialist vacancies and the benefits of being a civilian recruiter can be obtained by writing Commander, US Army Recruiting Command, ATTN: USARCPA-C, Ft. Sheridan, IL 60037.



**A FAMILIAR VOICE** from the Ft. Ritchie gym, belonging to **Specialist Four Tony Santiago**, has been spreading the word about Army life and its advantages to young people on the West Coast.



**SP4 Tony Santiago represents Army sports on the West Coast.**

Santiago and eight other Army sports figures recently made a whirlwind tour, demonstrating what the Army has to offer in the field of sports.

"We represented every major field of sports. We appeared on radio and television and visited 18 high schools and 12 junior colleges and universities in the 28-day tour," he said.

The 25-year-old soldier has been in the Army for the past 2 years and runs a weight-control and wrestling program. Originally from Harrisburg, PA, he spent many years in sports before entering the Army. He played football for North Carolina State and traveled with them to compete in the Blue Bonnet Bowl in 1974 and in the Peach Bowl in 1975.

"I was playing football on a scholarship when a New York wrestling coach approached me about wrestling. I had to cut my weight from 220 pounds to 190 and then to 177 where I stand now."

Santiago, who competed in the All-Army Olympic trials, hopes to compete in the Pan American games in San Juan, Puerto Rico in 1980. (Ruth Jackson, Ft. Ritchie, MD)

**NO STONE IS UNTURNED** when **Sergeant First Class Harold Shanks**, station commander of the Raleigh

recruiting station, promotes the Army. He and several other Raleigh recruiters attended a drive-in movie one night and while there sold the manager of the theater on the advantages of an Army enlistment. The result was Army-Navy Night at the Forest Drive-In.

Moviegoers were treated to a free evening of entertainment with the services sponsoring the films "Midway" and "Patton" as a public relations gesture and a recruiting tool. During the evening 60-second promotional ads were run and the recruiters answered any questions people asked about the military.

It was the first time such a promotion had been tried in Raleigh and the response was tremendous. On an average night 50 cars drive into the theater; that night 900 cars lined up bumper to bumper.

The evening proved to be beneficial to all participants. The recruiters got some excellent exposure to the target audience, the theater performed a public service, and the theater-goers enjoyed two movies at no expense. (Mary Jane Griffin, Raleigh DRC)

**IT COULD HAVE BEEN CALLED "SHOW BIZ"** when the three Golden Knights stepped smartly out on stage before an audience of high school students to speak on behalf of Army recruiting.



**A big X marks the spot where the Golden Knights will land.**

Attired in neat Army green jumpsuits with jaunty gold ascots at their throats, the three-member team projected an aura of professionalism, vitality and glamour that immediately commanded the attention of the once restive



assembly. Then as the room darkened for a 90-second film clip of the Golden Knights tumbling into space, the show got underway.

This scene is repeated several times a day in local high schools when the high-flying US Army Parachute Team is in the area for a civilian-sponsored event, and add-on days have been arranged. This time it was the Pontiac Air Show that brought the nine-man demonstration team of the Golden Knights to the Detroit DRC for 2 days of appearances preceding the air show.

The format used for the Knights' presentations was exciting and effective. Their final act occurred when a member of the audience was asked to come forward to be outfitted in the skydiving gear laid out on the stage, including a parachute which was later released to show its size, color and configuration. Following a question and answer session the team was available to talk further with the students as they repacked the chute and cleaned the stage.

The Golden Knights represented many qualities that the young people of Pontiac can identify with and aspire to, i.e., courage, strength, discipline, style and expertise. You couldn't ask for more. (Nancy Fisher, Detroit DRC)

**AN INDIANA ARMY NATIONAL GUARD** recruiter for 5 and a half years passed a milestone recently.

When **Ronald Weathington, Jr.**, of Indianapolis raised his right hand for the oath of enlistment the recruiter, **Sergeant First Class Phillip Grabman** of Speedway, IN chalked up the one-thousandth recruit of his career.

Grabman was in the Marine Corps from 1955 until 1966, then worked as an insurance agent for a time, and became a full-time recruiter for the Guard in his hometown in 1974. Now he recruits for the Command and Control Headquarters in Indianapolis.

With an objective of 16 recruits per month, Grabman has averaged 15.375 per month for his career.

Not only is making his quota important, Grabman believes not getting caught up in the pressure counts, too. "Sometimes you have to take more time with an individual than you think you have to give. I do it anyway because we come out ahead in the long run."

Taking time to carefully check the qualifications of the applicant and time to explain the requirements and obligations gives Grabman "people we'll keep."

Depending on "thorough product knowledge," Grabman strives to make the Guard attractive and never mislead . . . "I beat recruiters from other services by telling the truth."

"I thoroughly enjoy what I do," he says. "I feel good when I put on my uniform and come to work and I feel like I do this job better than any other I've done before. This is where I belong." (Indiana National Guard)



**SSG William R. Brown (left) retention NCO of Headquarters Company, 300th MP Command, discusses Reserve benefits with a soldier in Livonia, MI.**

**AN ARMY RESERVE NCO** was named "Law Enforcement Officer of the Year" for 1979 by the Novi, MI Jaycees.

He is **Staff Sergeant William R. Brown**, retention NCO for the 300th Military Police Command's headquarters company in Livonia, MI. In civilian life, Brown is a corporal on the Novi Police Department and heads the department's Court Services Unit, which improves coordination between police and courts.

Brown's leadership of the court liaison unit has brought the Novi program national recognition in the law enforcement field, according to Novi Police Chief **Lee C. BeGole**.

Between 1960 and 1967 Brown served on active duty in tank outfits, in the 101st Airborne Division, as a diver in Germany for distinguished visitors such as General Maxwell Taylor and Lyman Lemnitzer, and as an advisor to an Army Reserve unit in Fort Wayne, IN.

"I left the service to fulfill my childhood dream of being a policeman," he says. "At that time, I couldn't transfer to the MP's without giving up two stripes."

"I never got the service out of my system," he explains. "Also I had a lot of time in and could earn retirement benefits through the Reserve." (300th MP Command (Army Reserve), Livonia, MI)



**A RETIRED AIR FORCE COLONEL, William A. Slade**, presented his family with a memorable event when he donned the uniform he packed away in 1968 to travel from his home in Canton, SD to Sioux Falls to



*William B. Slade stands between his recruiter and his father for his Army enlistment picture.*

swear his eldest son into the Army.

**William B. Slade**, a 1979 high school graduate, will attend the Military Academy Prep School at Ft. Monmouth, NJ for one year before becoming a cadet at West Point.

Sioux Falls Recruiter **Sergeant Danny Moore** provided the assistance and support necessary to enlist young Slade after notification of his acceptance in the Academy's Prep program. (Sioux Falls, SD)

**HIS HOBBIES OF RAPPELLING AND** scuba diving may well have been the key in opening the door to a rewarding career for 17-year-old **Raymond Olsen** of Bay Ridge, Brooklyn, NY.

When **Sergeants McIntyre and James**, from the Bay Ridge recruiting station, visited Fort Hamilton High School and discovered Raymond's exceptional talents, they immediately told him of the opportunities offered by the Army, where his love of the medical field, as well as climbing, could be developed and applied.

Raymond accepted the opportunity to join the DEP and is now training at Ft. Bragg as a medical specialist.

Raymond currently holds medical certificates in Standard First Aid, Advanced Aid, CPR Modular, CPR Basic Life Support, Home Nursing, Vital Science 1 and 2, as well as the Certified Basic Scuba Diving Certificate. (Long Island DRC)

**RED LION, PA, STATION'S Staff Sergeants Bob Ludwig, Ron Fox, and Sergeant Michael Grippin** are all

actively involved in the community's Explorer Post.

Station Commander Ludwig is Explorer Post #683 advisor, with Fox and Grippin assisting him. "We have eight boys and one girl in the post from 14-18 years of age," said Ludwig. They are very interested in learning more about the military, so we keep them actively involved in military programs and projects."

Ludwig said that the team realizes the importance of being active community members. "Although recruiting is our primary function, it is also very important that we participate in the community as citizens. We always welcome the opportunity to work with the people of the community — particularly the young people who are seeking guidance in planning their futures." (Peggy Hill, Harrisburg DRC)

**SOME PEOPLE ARE ONLY MARRIED** to their careers, but **Nathan and Teresa Kendrick** of Bluefield, WV are not only looking forward to a long "marriage" to the Army, but also to each other.

Taking advantage of Army enlistment opportunities for married couples, Nathan and Teresa enlisted in the Army through the assistance of Bluefield Army **Sergeant Phil Sparks**. Both are 1978 graduates of Montcalm High School.

The Kendricks were married last March and decided to join the Army because of the opportunity to train as Chemical Operations Specialists. (Beckley, WV DRC)

**OVER IN ROCKFORD, IL**, Recruiter Aide **Private Sherri Fields** married another recruiter aide, **Private Dean R. Danekas**, who has been recruiting at Rockford, IL.

The couple was married during the summer at the Church of the Nazarene in Rockford, with a reception following the ceremony at the home of the bridegroom's grandparents.

Sherri is well-known in the Rochelle area for her extraordinary success at recruiting. She said her entrance into the Army took on a rather whirlwind effect.

"My dad and I talked about what I should do and he suggested the Army," she recalled. "That was on a Friday. I interviewed on Friday, took the tests on Saturday and passed the physical on Sunday."

Sherri has gone to Ft. Stewart, GA where she will apply for a transfer to Ft. Carson, CO. That's where her husband will be stationed after his aide duty is completed. (Nadine Luc, Peoria DRC)



**HEART ATTACKS STRIKE** more than a million people in the US each year. More than 650,000 heart attack victims die as a result — over half before they can reach a hospital.

Because of these alarming statistics, the Army Reserve's 804th Hospital Center has initiated a commandwide program of training in cardio-pulmonary resuscitation. The course is mandatory for members of the hospital center.

While the same techniques are used for drowning, electrocution and asphyxiation, course emphasis is on emergency medical care for victims of heart attack.

The course follows the guidelines of the American Heart Association — using their literature, slides and instructional films, but using the Army training aids.

The value of the training can become apparent quickly. After 4 to 6 minutes without oxygen, permanent brain damage or death can occur to someone whose heart or breathing has stopped. The training can make the difference between life and death.

Life style contributes greatly to the risk of heart attack. Lack of exercise, high cholesterol diet, smoking and high blood pressure are all risk factors.

Heart attack signals include uncomfortable pressure, fullness, squeezing, or pain in the center of the chest which may spread to the shoulder, neck or arms for a period of 2 minutes or more. This may be accompanied by sweating, nausea, weakness and shortness of breath.

During the course the students are tested in the lifesaving technique. They then receive a card from the American Heart Association stating that they have successfully completed the training.

The Army reservists are learning valuable skills which could save a life. As the American Heart Association literature expresses, "they're fighting for your life." (HQ 804th Hosp Ctr, Bedford, MA)

**LOOKING FOR IDEAS FOR CHRISTMAS?** Last year the Jacksonville, FL Active Army and Army Reserve played Santa Claus at the Regency House Hotel, a retirement hotel in Jacksonville.

"We wanted to do something special for the 35 residents of the second floor who are confined to their beds or to wheelchairs," said **Staff Sergeant Walter Donald** of the downtown Jacksonville recruiting station. "They are too often forgotten."

The Army group consisted of one Reservist, three active duty sergeants, and three civilian employees, all

members of the Jacksonville DRC.

Many of the elderly residents spoke of sons, husbands, or fathers who had served or are serving in the Army. They happily posed for pictures and offered congenial conversation with the Army giftbearers.



**Reserve SFC Harold Mash and SSG Walter Donald admire a Regency House resident's Christmas decoration.**

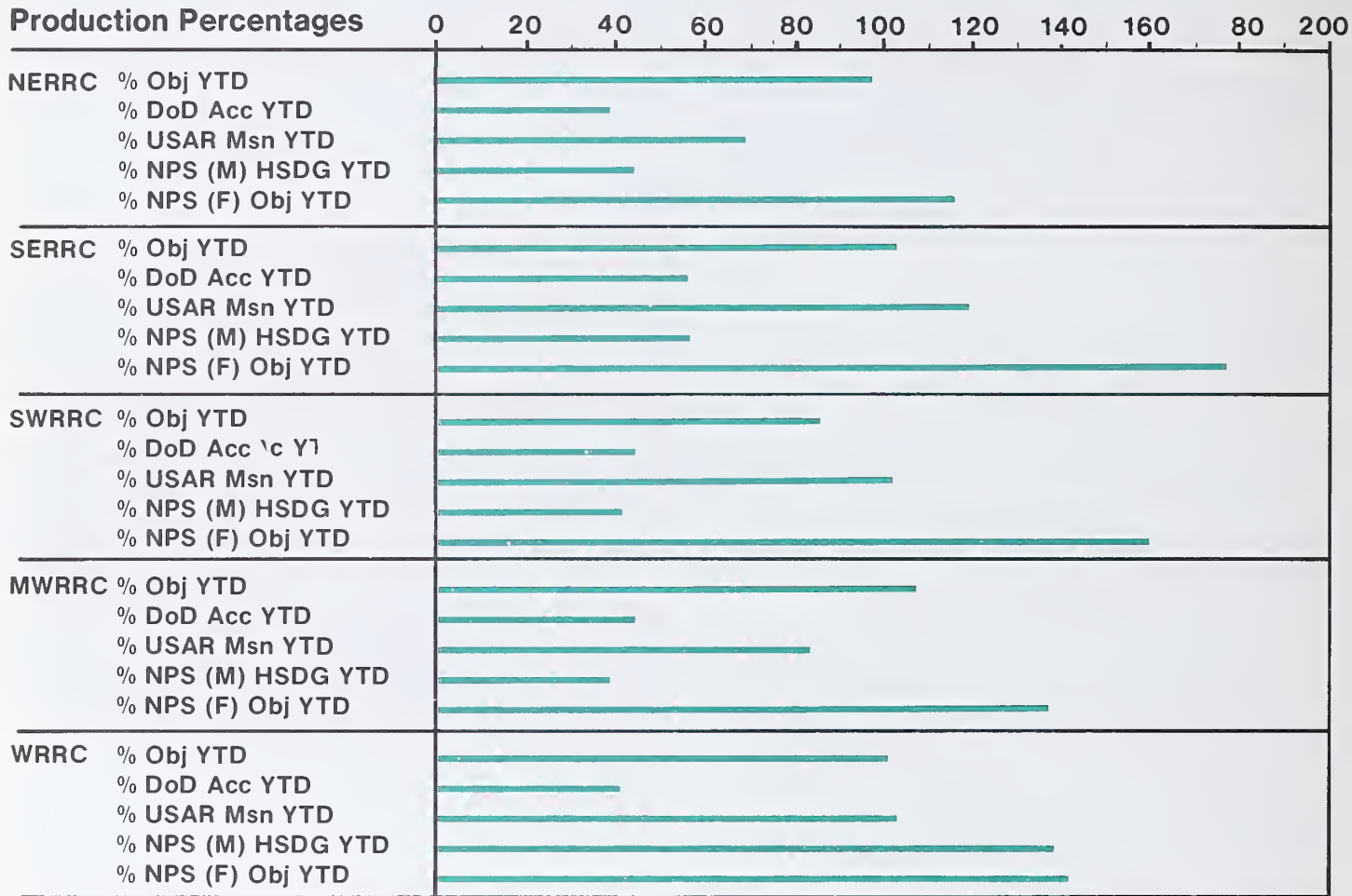
During the visit the Army visitors were invited to tea in the apartment of retired **Colonel Edward L. Walker**, an 84-year-old transportation officer. The colonel, who appeared to have resembled **Dwight D. Eisenhower** during his younger years, regaled the Army "kids" with tales of his time.

He told a tale he remembered from the Normandy Invasion when **Congresswoman Clare Boothe Luce** came to inspect conditions on Utah Beach. "I was setting fire to some contaminated gas we had to destroy, when this blonde came up and asked me what I was doing. I didn't know who she was at the time because I said, 'Well, miss, we're going to have a weeny roast!' Later on someone told me who she was," he laughingly recalled.

The military delegation went to the home to cheer up some forgotten people, however, upon their departure they felt they had received as much as they had given. One visitor commented, "Young and healthy people often tend to forget elderly people, but we've got to remember that we wouldn't have such a good life today if it were not for the older citizens who paved our paths." (Wayne Thrash, Jacksonville DRC)



# Production Progress



% OF OBJECTIVE AS OF 29 OCTOBER 1979

DRC	% Act.	RES.	DRC	% Act.	RES.	DRC	% Act.	RES.
1. Sacramento, CA	128.9	112.5	20. St. Louis, MO	105.4	115.3	39. Albany, NY	100.0	87.0
2. San Juan, PR	122.5	174.0	21. Lansing, MI	105.3	73.6	40. Little Rock, AR	95.7	117.6
3. Baltimore, MD	110.3	78.9	22. Miami, FL	105.2	120.0	41. San Francisco, CA	95.7	80.6
4. New Orleans, LA	109.8	118.4	23. Louisville, KY	104.6	108.9	42. Beckley, WV	95.5	100.0
5. Cleveland, OH	109.6	75.3	24. Nashville, TN	104.6	115.9	43. Boston, MA	95.4	47.7
6. Indianapolis, IN	109.6	101.0	25. Los Angeles, CA	104.5	111.5	44. San Antonio, TX	93.2	115.6
7. Long Island, NY	108.5	78.9	26. Concord, NH	103.6	49.5	45. Omaha, NB	82.8	65.3
8. Newburgh, NY	108.3	59.1	27. Milwaukee, WI	103.3	64.2	46. Charlotte, NC	81.0	121.5
9. Columbus, SC	108.1	90.3	28. Pittsburgh, PA	103.1	77.4	47. New Haven, CT	80.6	44.7
10. Cincinnati, OH	107.9	101.7	29. Albuquerque, NM	102.9	145.2	48. Niagara Falls, NY	80.3	58.3
11. Atlanta, GA	107.7	110.0	30. Kansas City, MO	102.9	89.8	49. Des Moines, IA	80.0	101.5
12. Detroit, MI	107.6	100.0	31. Santa Ana, CA	102.9	89.4	50. Montgomery, AL	79.2	100.0
13. Jacksonville, FL	107.5	117.1	32. Minneapolis, MN	102.7	67.1	51. Phoenix, AZ	74.5	144.0
14. Raleigh, NC	107.5	127.6	33. Richmond, VA	102.3	120.0	52. Portland, OR	73.1	125.0
15. Columbia, SC	106.8	116.3	34. Harrisburgh	102.1	69.4	53. Philadelphia, PA	72.9	63.0
16. Peoria, IL	106.7	71.2	35. Fort Monmouth, NJ	101.7	108.6	54. Oklahoma City, OK	64.1	66.3
17. Jackson, MS	106.6	137.8	36. Seattle, WA	101.6	100.0	55. Houston, TX	58.2	66.7
18. Honolulu, HI	106.4	107.3	37. Salt Lake City, UT	100.7	102.6	56. Dallas, TX	56.8	107.1
19. Chicago, IL	106.1	80.3	38. Syracuse, NY	100.5	71.4	57. Denver, CO	54.5	90.6



# Reader Survey Results

Dear Readers,

You really came through with your responses to our recent reader survey. In addition to your votes on the type of articles you'd like to see more of in *all VOLUNTEER*, your comments were positive and, in many cases, contained ideas for articles that we hope to be bringing you soon.

Some of your comments also contained complaints that can only be answered by the comments of others in the field. For example, a recruiter in a large city says, "Comparatively few articles on metropolitan recruiting. At least in my area, we are the ones carrying mission. All I read about are these guys running around the farms."

The next recruiter in the stack says, "Why not come to the cornfields of Iowa and see what it's like to recruit off of a Massey-Ferguson tractor? We here in the upper midwest deserve more recognition."

An area commander speaks of "articles on 'success from every region except SERRC.'" Another recruiter bemoans, "I'm tired of hearing from all the so called super heroes from the southeast. I challenge any of them to come to the northeast . . ."

Just in case you're beginning to think we can't make anybody happy, a station commander in a large state exclaims "I would like to see more about other recruiters in other areas." So much for the loyalties of locale.

The same kinds of comments came from reenlistment folks and Reserve recruiters who naturally would like to see more about the work they are doing. The best advice we can offer is to get in touch with your DRC writer-editors and let them know what you are doing. If they do their jobs, we should hear about you and will be able to print your story.

Here's the way your preferences run for the types of articles in *all VOLUNTEER* and the functions you believe are most important in the magazine.

Your average age is 30-35 and you have a median educational attainment of 14 years. Uniformed readers number 84 percent and those not involved in recruiting are in reenlistment, operations and administrative functions of USAREC. Most of those outside USAREC are in Reserve and National Guard units.

The greatest percentage of readers — 60 percent — peruse the entire magazine and pass it on to others for an average of 7 readers per copy.

That function of the magazine considered most important by the greatest number of readers is to give "how to" information about recruiting and career counseling. Running a close second is motivating recruiters and counselors to improve production.

The overall circulation of the magazine is about 20,000. We received 238 responses to the survey for a 1.19 percent return. Professionals consider a return of between 1 and 2 percent satisfactory. I think we can say that we've received enough information to help steer us through until the next survey.

Thanks for your responses. We pledge our full efforts to bring you the information you're looking for in upcoming issues.

Editor, *all VOLUNTEER*

# FORS





# COM: it is Total Army

by Bob Whistine  
FORSCOM Public Affairs

Today's recruiters are challenged daily to enlist young people in today's Total Army.

There has been a lot of talk about Total Army. But, what is Total Army and how do young recruits fit into this complex scheme?

US Army Forces Command is the embodiment of today's Total Army: that is, the combination of troop units of the Active Army, the Army National Guard units of each state, and the units of the US Army Reserve.

It is the mix of full-time soldiers and

reserve component "civilian soldiers" that gives FORSCOM its size, strength, tremendous spectrum of capabilities, and nationwide community impact. FORSCOM is no farther away than your nearest Army post, Army National Guard armory, or US Army Reserve Center.

If war were to break out today — in Europe, for example — virtually all US and Allied forces there would be engaged almost immediately. Fresh, well trained, well equipped units would be needed quickly to reinforce those initially committed forces and to turn the tide of battle at key points.

Where would the strategic reserve of land forces come from? That's where the US Army Forces Command enters the picture. FORSCOM is a Total Army force of nearly a million soldiers organized into combat, combat support and combat service support units.

Closer to home, if a local community were victimized by a natural disaster — odds are that the Army National Guardsmen or Army Reservist would come to its aid.

FORSCOM, whose headquarters was activated in 1973 at Ft. McPherson, GA, stresses readiness —



Above left, CPL Brant Clark, C Company, 4th Bn, 20th Infantry, 193rd Infantry Brigade (Canal Zone), emplaces an anti-tank mine. Below left, infantrymen move out in front of an M-60 tank during a training exercise for the 1st Infantry Training Brigade. Right, an unidentified soldier rappels down a cliff as part of an exercise.



# FORSCOM: it is Total Army



*Troops of the 2d Brigade, 7th Infantry Division move out during an air mobile assault exercise at Ft. Ord.*

the active and reserve components working and training today for possible combat tomorrow.

This massive organization reaches from Alaska, across the continental United States, to the Canal Zone, the Commonwealth of Puerto Rico and the Virgin Islands. Active personnel and units are located on 20 major and 29 sub-installations. Army National Guard and Army Reserve units are situated in hundreds of communities throughout the United States and its trust territories.

The command's primary efforts are directed toward its mission of organizing, equipping, training and maintaining the readiness of all assigned units and soldiers to win in combat. FORSCOM is responsible for the combat readiness of all deployable Active Army units and all US Army Reserve units within the command area, and for insuring that their readiness is maintained at the highest possible level. FORSCOM

also supervises the training and readiness of the Army National Guard.

In FORSCOM the active and reserve components are equal partners, sharing in joint training exercises, working as teams, striving to achieve the highest possible degree of unit readiness.

The Reserve Component makes up about two-thirds of FORSCOM's overall strength. Reserve support and service units offer specialized skills needed by the Active Army to sustain itself for extended periods in a large scale conflict.

The National Guard has a dual Federal-state role. The Guard operates under the control of the respective governors, performing domestic emergency missions and tasks as assigned. Supervision of Army Guard training is performed by FORSCOM active component personnel. If ordered to active Federal service, those Army Guard units would become part of FORSCOM and add their

combat power to that of the Active Army. The Guard has eight divisions, 21 separate maneuver brigades and four cavalry regiments to bolster FORSCOM's fighting potential.

US Army Reserve (USAR) units are principally specialized combat support and service organizations including hospitals, military police elements and engineer units. The Reserve's training divisions would take up cadre duties in training centers following mobilization. The largest combat units found in the USAR are three separate infantry brigades.


FORSCOM's active component includes two corps headquarters, 10 divisions, five separate brigades, an armored cavalry regiment and numerous smaller units.

Forces Command soldiers support a variety of disaster relief operations. These have included fire-fighting missions in California, snow clearance in New York and rescue of flood victims in Mississippi.

Project MAST, which stands for Military Assistance to Safety and Traffic, is another highly visible activity in the civilian domain. MAST helicopters and crews, both active and reserve, provide first aid and life-saving medical evacuation to highway accident victims and other persons in remote locations with medical emergencies. MAST operates from 20 sites throughout the country.

The US Army Forces Command is ready when needed — to provide a reserve force to win in combat or help a local community in the grip of a natural disaster.

Chances are that after Basic Training and Advanced Individual Training, new recruits will be assigned to a FORSCOM unit in the United States.

When recruiters fill the ranks of today's Total Army, they contribute significantly to filling the ranks in the FORSCOM system. A system that includes both the active and the reserve side of our vital defense force. 





## Corrections

The story on page 6 of the October 1980 *all VOLUNTEER* entitled "Reenlistment: The Outlook for the 1980's," should have been bylined Major Howard F. Bachman, Reenlistment Analyst, DCSPER. On page 7,

chart number II should have been chart number III and vice versa. In addition, the 2d and 3rd columns of Production Progress figures on page 15 of that issue were transposed with Active results listed under USAR.

## VA changes

The Veterans Administration is sifting through stacks of paper with the proverbial fine toothed comb these days.

What's at stake is millions of dollars in pension payments to more than half a million Americans.

It's all part of VA's careful effort to make sure that veterans and survivors applying to convert their pensions from the "old" plan to the new "improved" program don't lose money in the process.

That may sound like a contradiction in terms, but Congress decided last year that certain personal income that wasn't counted for pension purposes under the old plan would be counted under the newest one.

VA chief Max Cleland is reminding veterans and their survivors seeking to switch to the new pension plan that while the neediest among them will receive substantial pension increases, some others may not.

A veteran with a working wife, for example, and certain outside income of his own, might be better off with the "old" plan.

Because of this, VA has returned about 52 percent of

the applications it's received to convert to the new plan.

"We take a careful look at each application and if the veteran or survivor stands to lose money, now or in the near future, by switching over, we send it back and ask him to reconsider the whole thing," Cleland said.

"The point is, we don't want anyone to make a change that's going to be costly to him."

For those pensioners who would benefit financially by converting to the improved plan, Cleland urged them to make their decision before October 1 if they want the new higher pension rates to be retroactive to Jan. 1, 1979.

"They can make the switch at any time," he said, "but the retroactivity feature ends on October 1."

Cleland urged veterans or survivors who have questions about the differences between the new and the old pension programs, and which would be best for them, to contact the nearest VA regional office.

Assistance in deciding whether to change to the new pension plan is also available from representatives of local veterans service organizations.

## Pay raise

What does that 7 percent pay raise mean to you? Below is the new pay schedule, effective October 1, 1979. Cut it out for handy reference.

Pay Grade	BASE PAY													
	Under 2	2	3	4	6	8	10	12	14	16	18	20	22	26
O10										3958				
O9										3794	3794	3958		
O8										3502	3654	3794	3946	
O7										3211	3431			
O6						1752	1806	1902	2029	2446	2572	2627	2780	3015
O5						1625	1736	1834	1918	2182	2307	2377	2460	
O4						1570	1654	1736	1779	2001	2057			
O3	1093	1222	1306	1446	1515				1806					
O2	953	1041	1251	1293	1320	1362	1432	1487	1528					
O1**				1041	1112	1153	1195	1237	1293					
W4						1134	1390	1487	1556	1611	1654	1708	1765	1902
W3	1012	1098	1098	1112	1125	1207	1278	1320	1362	1402	1446	1501	1556	1611
W2	887	959	959	987	1041	1098	1140	1181	1222	1265	1306	1348	1402	
W1	739	847	847	918	959	1000	1041	1084	1125	1167	1207	1251		
E9							1265	1294	1324	1354	1384	1411	1486	1630
E8						1062	1091	1120	1150	1180	1207	1237	1309	1456
E7				859	888	916	946	975	1019	1048	1078	1091	1165	1309
E6		698	727	758	786	815	845	888	916	946	960			
E5	562	612	641	669	713	742	772	800	815					
E4	540	571	604	651	677									
E3	520	548	570	593										
E2	500													
E1	449													

# Bartol & Co make debut in Hicksville

by Bill Gottlieb  
Long Island DRC

How do you go about introducing a new recruiting station to a community? How do you generate publicity for the station and attract prospects?

Sergeant First Class Frank L. Bartol, Station Commander of the Hicksville Recruiting Station in Nassau County, on Long Island, a branch of the US Army Long Island District Recruiting Command, headquartered in Ft. Hamilton, Brooklyn, NY, accomplished most of his goals with a unique approach: a recruiting marathon. He decided on this approach after learning about the Army's Philadelphia Recruiting Command conducting a 9-day recruiting marathon in November 1978. The sergeant felt that this was an exciting way to let the community know about his newly opened recruiting office.

Bartol sounded out the idea with DRC Information Specialists who gave it enthusiastic approval. Responsibilities were ironed out with an agreed-upon date, shortly before the opening of schools August 20-September 1.

Bartol, with his recruiters, agreed to plan opening day ceremony details, display posters, distribute flyers, schedule his staff of six recruiters for round-the-clock duty, contact youth groups, schools, arrange merchandise displays from local businessmen, set

up attractive exhibits and literature and alert the local weeklies.

Federal, town and village officials were invited to attend the opening and offer statements of support. Information specialists prepared to query the famed Guinness Book of World Records about a new category — continuous recruiting; to prepare flyers and posters and coordinate local promotional support; to plan for special events each day; and to alert the print and broadcast media.

The first news release announced plans for a 12-day continuous marathon, Bartol's headquarters, seeking among other goals, to alert the community to the new Army recruiting station, to increase enlistments with a target of 12 in 12 days, and to establish a line in the Guinness Book.

The release was mailed to more than 150 local daily and weekly newspapers, radio and TV stations in the New York-Long Island area, and to the wire services. The news release advised that the recruiting effort would stress cash bonuses, career training for Army or civilian jobs, college education assistance, and travel overseas. It was followed up with advance phoning of the major media, alerting them to highlights.

Something newsworthy was tried each day; a mini-sports clinic by the NY Apollos, defending champions of the North American Soccer League, a demonstration of rappelling from a nearby 4-story building (this attracted photo feature coverage in the dailies and on TV), a town councilman making a special appeal, display of old Army manuals, etc. These daily events provided key papers and the wire services with something new each day.

The response of the media on



opening day exceeded our wildest expectations. Television reporters and photographers interviewed Bartol, the recruiting staff, the first enlistee, walk-in prospects and the VIPs. Newsday, Long Island's big daily, carried a three-column photo feature, the New York Post ran an editorial and a half-dozen weeklies published full text of the first news release. United Press ran brief nightly alerts to subscribing newspapers and 100 radio-TV stations. Ten radio stations offered newscasts and in-depth interviews. The free publicity was estimated at more than \$37,000 in comparable paid advertising newspaper space and broadcast time. Estimated audience of readers, listeners and viewers, in the New England area was 14,000,000, including 1,500,000, ages 17-34.

A further attraction for prospects was daily display on the street of a sparkling new motorbike loaned by a local merchant. Above it was a large lettered sign: "WITH THE ARMY'S \$3,000 CASH BONUS YOU CAN BUY THIS \$2,900 MOTORBIKE".

Bartol and his recruiting staff of Sergeant First Class Bass, Staff Sergeants Clough, Gordon, Keegan, and Sergeants Polhemus and Johnson, did yeomen work, often putting in 18 hours or more daily. After 10 pm, they did clerical work and clean-ups, though occasionally there were walk-ins after midnight from night shift workers.

What were some of the measurable results? Bartol reported that they had set an unofficial Army record of 288 continuous hours of recruiting to surpass the mark of 216 hours chalked up by the Philadelphia Recruiting Command in November 1978. He noted that the station had gotten 67

good prospects, was processing 22, and had enlisted six people at press time, with additional sign-ups expected. "There's no way to estimate the seed planting we did," he added, "among those who dropped in to see what it was all about, or learned about us through the newspaper and broadcast publicity."

Bartol said that there were other short and long-term benefits accruing from the recruiting drive. "Hicksville and neighboring communities are now aware of the existence of our recruiting station, as well as what the Army has to offer eligible young folks.

We also got strong endorsements from federal, county and town officials. Congressman Norman F. Lent, for example, lauded our recruiting drive as part of a 'nationwide effort to increase enlistments in the all volunteer Army.' These centers of influence can be helpful in opening recruiting doors for us. We also developed friendly new media contacts who will be receptive to our programs and special events as we go along."

At a marketing council meeting after the marathon, Captain Henry Lockhart, Area Commander for Nassau County, paid tribute to the recruiting drive as the "most exciting" such effort he had ever seen, with the only cost being \$63.00 for coffee and snacks for the media and VIPs.

The LIDRC will shortly make formal submission to the Guinness Book of World Records for a new category: Continuous hours of Army Recruiting 288.

Bartol invited readers interested in mounting a similar recruiting campaign, to contact him at his station: 61 North Broadway, Hicksville, New York 11801, (516) 931-6460/6461. 📞

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#### Goal:

*12 day marathon  
12 enlistments*

#### Results:

*288 hrs of continuous  
recruiting  
12 enlistments  
12 processing*

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aerospace medical doctor, monitoring the astronauts in flight.

"I was attached to NASA (the National Aeronautics and Space Administration) to monitor and analyze the physiological data collected on Mercury, Gemini and Apollo astronauts," Hertzog explains. "Our teams were set up around the world, monitoring EKG's (electrocardiograms), pulses, blood pressure, respiratory gases and the life support systems within the space capsules."

The monitoring teams stayed in their assigned positions for as long as the capsule was in space, making sure the astronauts were healthy and collecting data to help determine what new medical technology would be needed on the next flights. After waiting 3 to 6 weeks for each flight, Hertzog's family was eager for his return home.

In September, Hertzog returned home again. He's retiring in Pittsburgh after 21 years in the Army. A Pennsylvania native, he's the son of an Appalachian coal miner.

Since 1976, the colonel's home has been San Antonio, his employer the US Army Health Services Command (HSC) headquarters. The positions he's retiring from are those of deputy chief of staff for professional activities and aviation medicine consultant.

During his career, this doctor of aviation medicine has enjoyed a variety of jobs and training. He has held positions as the chief of professional services at Munson Army Hospital, Ft. Leavenworth, KS and at Third Army headquarters, Ft. McPherson, GA.

Hertzog's military training includes two of the most prestigious Army schools — the Command and General Staff College at Ft. Leavenworth and the Army War College at Carlisle Barracks, PA. He has taken numerous Army, Air Force and NASA courses specifically related to aviators and aviation medicine.

Hertzog's civilian degrees include a



**COL Jim Hertzog, deputy chief of staff for professional activities at the US Army Health Services Command, discusses his part in the Army's and NASA's aerospace medicine program.**

## **Army Health Services Command Public Affairs Office**

Astronauts' families weren't the only ones who cheered victoriously when U.S. spacecraft landed safely back on planet Earth.

For 3 years, the children of Colonel Jim Hertzog celebrated with a vengeance when they got the news of a safe landing. They knew that meant their dad was coming home.

From 1963 to 1965, their dad was a member of the unseen support crews that make the US space program a successful and generally safe venture. Hertzog's part? He was an Army



# pecializes in space medicine

master of public health from Harvard and a doctorate of medicine from the University of Pittsburgh.

Always interested in flying, Hertzog not only treats and monitors pilots and astronauts, he holds a pilot's license himself. He plans to return to flying, to keep up his proficiency and to get from place to place. But mostly Jim Hertzog flies because he loves it.

So why is his chosen profession medicine rather than flying? "As corny as it sounds, I like helping people," he somewhat hesitantly says.

Aerospace medicine gives the Army doctor what he wants from both professions. He has certainly stayed with it a long time and plans to keep active in this unusual medical specialty after retirement.

I've found that aviation gives you tremendous flexibility for a second career — executive, industrial or clinical medicine," Hertzog says. "I'll be working at the corporate headquarters of a coal company when I leave HSC.

"The job will involve the executive aspects of occupational medicine, overseeing the medical program for the coal community in their own environment." He continues, "This company also has a superb fleet of pilots and aircraft, and I'll take care of that area. So I'll still be working in my specialty."

Exactly what does that specialty, aerospace medicine, consist of?

"It's the application of the basic art and science of medicine to the aviation environment," the expert explains.

As Hertzog describes his field, it crisscrosses other specialties, serving a preventive role (monitoring the astronauts helped to prepare future astronauts to cope with the flight environment) as well as a clinical role (Hertzog has treated aviators and their families for 20 years).

"We treat the same patients with the same diseases," the colonel says.

"The difference is the added dimension of a new environment.

He cites an example:

"Take an infantry GI with a cold. He feels miserable. But take an aviator with a cold, and it could be fatal — for both the aviator and his passengers.

"The effect of the altitude and decreased partial pressure intensifies the effects of the common cold. It slows the pilot's reactions and carries the cold into each organ system.

"The aviator has to compensate for the mental stress as well as the physical problem."

Hertzog can talk easily about combat aviator's stresses. He served as the aviation medicine consultant for the US Army during the Vietnam conflict.

"I was able to fly with them in combat, learn their stresses and how to deal with them," the soldier says of his Vietnam experience. Not so surprisingly, he puts that at the top of his "most challenging/exciting assignment" list.

Also high on that list is Hertzog's assignment as the first commanding officer of the Army Aeromedical Center and Aviation Center at Ft. Rucker, AL which was established in 1974 to meet the specific needs of Army aviation medicine.

"It's now the US Army center for clinical aviation medicine and training around the world," the colonel explains. "The center runs all the Army's aeromedical training programs, has worldwide responsibility for waiver, review and suspension of Army pilot's certification and is responsible for aeromedical consultant services.

"The Aeromedical research lab is also a functional part of the center."

Hertzog considers the center one of the most important recent accomplishments in Army aviation and medicine. He's particularly proud to have had a part, along with retired Major General Spurgeon Neel, in

conceiving the idea.

The concept for such an activity first came up in 1963. Hertzog says, "Army aviation medicine was in its infancy."

As the commander of the Aeromedical Center Hertzog's decisions affected every Army aviator. In his last Army assignment with HSC, his decisions influenced the health of every soldier in the US Army. As the top man in HSC's professional activities section, Hertzog was responsible for maintaining the high quality of the Army's medical care within the United States.


"My office at HSC determined what mix of medical specialties a given hospital would have," Hertzog says. "From the qualitative standpoint, Army health care compares most favorably to that in the civilian sector."

Hertzog stayed with the Army after serving his required 2 years because the service provided him a residency in aerospace medicine that no one else offered. And, he says, aerospace medicine is still an active specialty in the Army. The service has two or three residents each year.

Hertzog also stayed because the military offered him the freedom to practice quality medicine with adequate facilities, equipment and "without concern for the patient's ability to pay," he says.

After studying other aviators and himself while being placed in desert survival, jungle and water survival and arctic survival courses, Hertzog says he's learned at least one thing — the human body is capable of adjusting to almost any environment.

"When we started the space program, we perceived the big problem as man's ability to adapt. What we learned was that man is probably the most adaptable creature in the universe."

On his way from one career to another, Jim Hertzog is a good example of that adaptability. 



# On the way up

by Joyce Lynch  
SWRRC

The more I talk to young Army recruits, the more respect I have for recruiters and drill sergeants. From what I've seen, they're turning out a promising crop of new soldiers.

I've met quite a few of them, lately, as they come here to Ft. Sam Houston, straight out of basic, for their AIT as medical specialists (MOS 91B), and I've found most of them to be bright, courteous, and ambitious.

What's more, they're patriotic! Even those who may not have realized they were, when they joined, found out before they'd finished basic. Some who enlisted, frankly, because of what they figured their country could do for them, emerged from basic training with a brand-new, Yankee-



*PVT Shawn Fescemeyer, recently graduated from basic training, advises those just entering the Army to "put about 120 percent into everything you do."*

Doodle-Dandy type pride in what they could do for their country.

That's the way it was with 18-year-old Private Shawn Fescemeyer, a brown-eyed honey blonde from Minerva, OH.

People may have wondered why a girl like Shawn would choose to leave home to join the service. She's from a good family she cares about — nice parents, a 16-year-old sister and a 14-year-old brother. Pretty and most articulate, she was popular in school — a state winner on the speech team . . . active in sports . . . member of the choral group . . . the lead vocalist (Dolly) in her senior class presentation of "Hello, Dolly."

"I was well-known in school because I was ding-ey," she grins, blithely ignoring her more obvious

attributes of beauty and warm friendliness. But the busy co-ed was not so "ding-ey" that she hadn't done some serious thinking about her future during the months that preceded graduation.

When she decided to join the Army, her reasons were far more personal than patriotic. Her prime goal was to further her education, but she was honest enough with herself to admit that she needed discipline to help her achieve that goal and others.

The Army seemed to be the answer on both scores, so she enlisted in the DEP in November of her senior year. She entered active duty after graduation, in June, and boarded a jet bound for Ft. McClellan, AL and basic training.

Shawn recalls the time with a blend



of humor, satisfaction and relief. "I left with six other enlistees — three girls and three guys," she says, "so it wasn't so bad, leaving home. It took 3 days for me to get homesick. We were kept pretty busy.

"Our drill sergeant was an SFC who'd been in for about 17 years, and he didn't believe in being too easy on females. In fact, he may even have been a little harder on us because we were women. Not so much on the physical side. I mean, he didn't believe in making us stand at attention out in the sun for a long time, or anything like that.

"But he was a strict disciplinarian in other ways, because he wanted to get us started off on the right foot in the Army. I didn't mind that, because I was brought up with discipline. I like people to set a pattern that I can follow — it helps me to learn how to handle myself. Basic was good for that.

"Our barracks had to be immaculate, with the floors polished to a high gloss. Our boots had to be spit-shined, and our uniforms had to look perfect. He made us understand how important that was, because he explained that when we wear our uniforms we're not just representing the Army — we're representing our country. Somehow, that really soaked in.

"On the third weekend, we flunked our barracks inspection, so the drill sergeant confined us to the barracks for the whooooo weekend. Our TL (training leader) had told us we wouldn't be having any inspection that day — at least, that's the word that got around — so we figured we could just lie around the barracks. About six people didn't even bother to make their bunks.

"You can imagine our shock when we were suddenly called into formation for inspection, and we couldn't believe the disaster we found when we got back into the barracks. Bunks were torn apart. Butt cans and trash cans were dumped out all over the

place. It was something else.

"That night we had a 'GI party.' We buffed and waxed floors. We scrubbed trash cans 'til they sparkled. We cleaned everything! We even moved our wall lockers — those big, heavy things that go all the way to the ceiling — and cleaned behind them. We weren't taking any chances. This time we passed."

The poised private describes her experience on the bivouac period of basic as "memorable." Like other young recruits I've met, she seems to enjoy telling about it.

"We started out on a Monday on a 10-mile march, carrying field gear and weapons. We marched the full 10 miles, and when we got to the bivouac area we had to set up our tents. Then we got our favorite command: *Lie down in your tents and sleep!*

"That evening three of the drill sergeants went into town to get a few things. They'd left one drill sergeant in charge, so that one person (a female) was pretty busy.

"When the three got back they found a bunch of guys and gals just having a good time instead of doing the things we'd been told to do, and, wow, were they mad!

"They kept us at attention for almost an hour-and-a-half. They took away all the privileges they'd planned to give us — like, instead of letting us stay up until 11 o'clock at night, we had to go to bed at eight, right after we finished eating. Instead of letting us wear what we called our 'PT uniforms' (shorts and T-shirts) we had to wear fatigues. We'd planned to have a bonfire every night, with a pizza party the last night out, and that was cancelled. Actually, the rain ruined that idea, anyway."

Looking back, she says "Bivouac was basically a lot of fun, mainly because it was so *different* — sleeping in a tent, eating outdoors in the pouring rain.

"I guess the only part I didn't like about it was when you came in all

sweaty and tired and you couldn't always take a bath, because it was bedtime. So you just poured some water in your helmet and washed up as best you could. But other than that, it was a fun part of basic — it really was!"

A soldier learns a lot in basic, according to Fescemyer. "For one thing," she says, "you learn what it means to *do your duty*, and it makes you feel good to know you're doing that.

"You learn to think of your weapon as your best buddy, one that's with you all the time. You learn to remember that if you're ever in combat, it'll be your best friend, to save your life and protect your country.

"In our platoon we even named our weapons. Mine was 'Chuck,' and a good friend of mine had 'Winnifred.'



PVT Fescemyer gives recruiting a helping hand while waiting for her AIT classes to begin.



Whether it was a boy or a girl depended on how it recoiled. If the kickback was rough, it had to be male."

Few recruits can recount their adventures in basic without recalling the "gas chamber." Fescemeyer's face turns serious as she remembers: "They give you a gas mask — you look like a pig with it on. You roll your sleeves down and button your shirt collar all the way up to your neck. Then you walk into this huge room that's closed off.

"Inside the room is a smoking canister of tear gas, and all you see, when you first walk in, is mist. It's not diluted; it's full strength. Any exposed skin area starts to burn, and the longer you're there, the more it burns. You realize in a hurry that your fatigue collar doesn't go very high up on your neck, and your hands aren't covered.

"You stand there while the instructor talks to you. He tries to waste time to keep you in there, so he keeps asking you questions, casually, like; 'Where did you say you come from?' ... 'What size shoes do you wear?' ... 'Who do you think'll win the Super Bowl this year?' And all you can think about is this awful burning on your hands and neck.

"Then you're told to take off your mask, and you walk up to the instructor and give him your name, rank and serial number. After that, you run for the door! Your eyes are running ... you can't breathe ... you're choking. It's unreal. I'd made the mistake of rubbing my hands across my face when I took off my gas mask, not thinking about the fact that my hands were covered with tear gas. I thought my face was on fire. I'll never forget the gas chamber — no one ever does."

But gas chamber and all, Fescemeyer feels, in retrospect, that the horrors of basic training are overstressed. She explains: "People point up basic to be something huge and

scary. I know. I was scared to death when I first got there. But you go, and you do your job. Sometimes it's serious, and sometimes it's fun.

"Oh, I won't say it's easy. There were times I wasn't sure I'd get through it. But when it got right down to it, the only thing I had trouble with



**PVT Fescemeyer thumbs through some recruiting posters during casual duty.**

was qualifying with the M16. It took me two tries, but I'd never fired a weapon before, so I guess that wasn't so bad."

Fescemeyer credits basic with giving her a new awareness of her own sense of patriotism. Says she: "I was never very patriotic until I came into the Army. We'd stopped saying the Pledge of Allegiance in school a long time ago, and nobody seemed to care very much any more whether you

stood up for the Star Spangled Banner or not.

"But in basic, the drill sergeants kept drilling into our heads: 'This is your country, and some day you may have to defend it.' We were taught about the flag — how to carry it, how to salute it as it went by. I hadn't though much about it, before, but it really meant something to me by the time I got out of basic."


Pensive, now, she chooses her words carefully in describing her feelings: "It's neat, about the flag. I remember the last evening we were at basic. We were marching, and the band began to play 'Stars and Stripes Forever.' As we were leaving, they brought out the flag, and everybody stopped to salute it. Suddenly all this emotion came over us, and I had such a proud feeling, I almost cried. It was really touching."

When Shawn finishes her training at Ft. Sam Houston, she will return to her hometown, temporarily, as a recruiter aide, to talk to other young people who may be thinking about joining the Army. She has some positive ideas as to what she'll tell them.

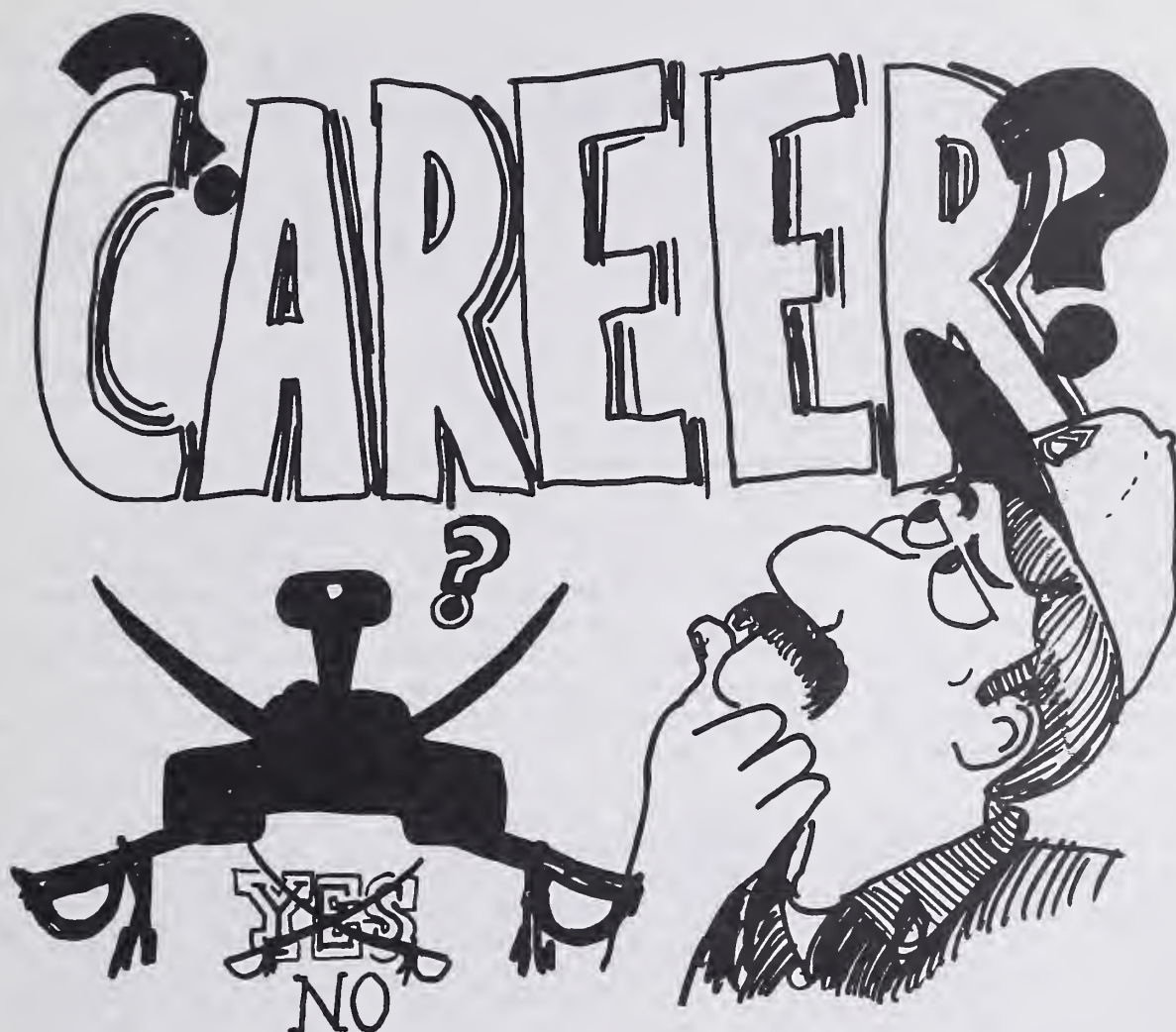
"I'll tell them what a gal told me: 'Take the first 3 weeks very seriously. Do everything the drill sergeant tells you, and put about 120 percent into everything you do, because you will get out of basic what you put into it.

"The way I see it, the Army's not for dummies, and it's not for people who aren't willing to work and to learn something. You've got to have ambition. Without that, you won't make it in the Army and you won't make it any other place."

Her ambition? "I want to be a general," she declares. "Maybe that sounds like a funny thing for a Private E-1 to say, but I really believe you can do anything, if you make up your mind and you're willing to work and stick with it."

General Shawn Fescemeyer. It does have a nice ring to it. 





## Mid-level tanker NCOs leaving their turrets

reprinted from "Inside the Turret"  
Ft. Knox, KY

A new shortage of mid-management NCOs that threatens to reduce the effectiveness of the Army's armor force has prompted a search by the Ft. Knox Office of Armor Force Management for ways to keep tankers

inside their turrets.

The lack of non-coms to fill middle-level skill positions is an Armywide problem, an OAFM official says, but the impact is especially explosive within the armor branch, which includes soldiers in career management field 19.

"Armor is losing quite a few of its top quality NCOs, mostly in the ranks of E5 and E6," Captain Emil K. Kluever, Chief of the OAFM Personnel Division, said. "We're losing them both to the civilian world and to other Army branches.

"Although the entire Army is en-

countering a similar situation, the problem logically is more complex in the armor field, where each tank has four men assigned to it. Without an E6 tank commander, the crew lacks the experience necessary to be fully effective."

That loss of E6 rank commanders tops the list of concerns for armor officials.

"We're quite a bit below strength in that job now," Kluever said. "And, looking at projected discharges, we will even be in worse shape next month, although things will be looking better by December."

The problem is complicated even more because the Army must keep overseas units at full strength, Kluever said. "That correspondingly cuts into the number of NCOs available for stateside units."

Kluever and Robert C. Waugh, post reenlistment sergeant major, have joined forces to check into the problem and come up with some solutions.

"Although we don't know all of the problems," Kluever said, "the short turn-around time between European tours seems to be the main reason for soldiers saying goodbye to the Army."

A Ft. Knox armor soldier agreed with that assessment.

"I have been in Germany before," said Staff Sergeant Bruce S. Smith, a member of E Troop, 2d Squadron, 6th Cavalry, who has decided to hang up his tank crewman's gear for good. Although I did like it there, I wouldn't want to go back."

Smith came up on levy to return to Germany recently and signed a counseling statement barring him from reenlisting. He disliked getting the assignment with only 4 months left before his current enlistment expired.

"They gave me the option of staying in the Army and going to Europe or staying in my own country but having to get out," he said.

Smith claimed that the added expense of moving and raising his family in Europe was one of the main factors in deciding to remain home.

"Just to move my family to Germany would cost me over \$1,000, and then, while there, many other expenses would crop up," he said, "Car insurance would run me another \$700 to \$1,000. I just couldn't afford the move."

Other problems Kluever has found that change an NCO's mind about the Army revolve around rising apprehensions over continuing policy changes, including modifications in the retirement system, reduction of medical care, loss of GI Bill benefits and lengthening time-in-service requirements for promotion to E7.

Although NCOs throughout the Army have those problems to contend with, Kluever pointed out, soldiers in armor, along with other combat arms branches, have many job-related difficulties that make being a tanker or a scout an extremely tough life.

"Armor crewmen have to live with a lot of field duty, which means a lot of family separation," Kluever said. "There is also a lot of time in the motor pool to contend with along with a very difficult schedule with few breaks from the norm."

Those reasons as well as several more, have caused many soldiers, including quite a few experienced NCOS, to have second thoughts about a career in the green uniform, he said.

When their names are picked for an overseas tour, many of them go the route of tanker Smith and sign bars to reenlistment.

"An increasing number of soldiers who come down on levy to go overseas are signing counseling statements," the reenlistment chief said. "The statements indicate that the soldier has declined to extend or reenlist for the additional time required to complete his overseas tour, thus barring him from reenlisting until at least 93 days after separation from the service."

What a lot of soldiers don't know, Waugh said, is what else the statement prohibits the signer from doing.

"From the day the statement is signed, the soldier is placed on a non-promotable status," he said. "If the soldier decides to reenlist after his 93-day prohibition period is up, he will require a waiver from the Department of the Army and will automatically lose at least one pay grade from that he held at the time of discharge."

Because of the growing numbers of mid-management NCOs leaving the Army, Waugh said, the post reenlistment office has increased the reminders to NCOs about what they are giving up by getting out of the Army.

"An NCO retiring after 20 years of service, when he is about 40 years old," he said, "can earn over \$200,000 in retirement pay over a period of years. That does not include the money he will save with the other benefits the retiree has, including PX and commissary privileges and medical benefits."

"Our job now," Kluever said, "is to find out why the problem exists and how it can be eliminated. We are soliciting advice and recommending that soldiers not only tell us what is wrong but suggest any improvements they think would help."





# 61B: Watercraft Operator

## Niagra Falls DRC

Specialist Four Leah Hepler is just one of a growing number of women serving in nontraditional skills areas in the Army. She always enjoyed boating and being around the waterfront, so she found a job that paid her to do just what she likes to do.

Hepler recently completed an assignment as an operator of a LARC-XV amphibious craft at Ft. Story, VA and is now assigned to an Army tugboat crew in the Azores.

While stationed at Ft. Story Hepler was the crew chief on a LARC, a 45-foot amphibious craft used to transport supplies from ship to shore. She commanded a crew of two to four.

As required of all watercraft operators and marine engineers, Hepler is licensed and certified by the Army to operate or crew many vessels in the Army's fleet.

Hepler received her Advanced Individual Training at the Army Transportation Center at Ft. Eustis. The 61B course is currently three and one

half weeks long. Subjects covered in the course include inland rules of the water, charts, aids to navigation, tides and currents, weather, seamanship, lifesaving, firefighting and communications.

In order to graduate from the MOS 61B course a passing grade on the Army marine certification exam is required.

61Bs can be assigned as crewmen or as operators aboard Army cargo ships, landing craft or amphibious vehicles.





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# 61B: Watercraft Operator